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Preliminary Project Assessment: The Centennial of Flight Dayton, Ohio

Harrison Price Company



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Preliminary Project Assessment

**THE CENTENNIAL OF FLIGHT
DAYTON, OHIO**

Prepared for

THE 2003 COMMITTEE

September 8, 1997

Prepared by

HARRISON PRICE COMPANY

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TABLE OF CONTENTS

	<u>Page</u>
I. Study Scope and Methodology	1
II. Key Developmental Issues	2
1. Defining the scope of the program	3
2. Define physical residuals.....	5
3. Deciding the continuing impact of the Centennial on cultural programs	8
4. Ascertaining achievable economic benefits.....	9
5. Define the message the Committee wants promoted.....	10
6. Ascertain financial requirements	11
7. Establish an appropriate management system.....	12
8. Design an outreach campaign.....	15
9. Develop a licensing program	16
10. Understand the role of the national historic park sites.....	18
11. Size the program elements.....	20
12. Determine need for visitor services	21
13. Scheduling.....	24
14. Create a program identity package	26
III. Scope of the Program.....	26

September 8, 1997

TO: The 2003 Committee
 J. Bradford Tillson, Chairman
 Madeline J. Iseli, Executive Director

FROM: Michael C. Mitchell and Harrison A. Price

RE: Preliminary Project Assessment

In follow-up to the Dayton site visit by Buzz Price and Mike Mitchell August 19 - 21, HPC was asked to submit a preliminary outline by September 15th concerning the developmental issues that needed to be addressed by the Committee. These comments are to be used as part of the Executive Director's status report to the 2003 Committee Board Meeting on September 18th. The following material is the response to that request.

I. Study Scope and Methodology

HPC has been retained by the 2003 Committee to prepare an economic feasibility study for the Celebration of Flight in Dayton. As a part of the specific tasks undertaken to complete the assignment, HPC met with several groups in Dayton to review the envisioned concept, program scope, community goals and current funding and sponsorship program. These groups included members of the 2003 Committee - Brad Tillson, Mary Mathews, Madeline Iseli, and the Committee's planning consultant Sherry Wagner; Phil Parker, President of the Dayton Area Chamber of Commerce; Dan Duval and Jim Walte with the U.S. Air and Trade Show; The Executive Committee; the Convention and Visitors Bureaus for Dayton/Montgomery and Green Counties; and General Charles Metcalf, the director of the U.S. Air Force Museum.

Additionally, the consultants visited key site venues throughout the area to understand the issues of compatibility of surrounding land uses, proximity to complimentary facilities, access and capacity issues, and competitive physical development priorities in the greater community. To that end, HPC visited the Dayton Aviation Heritage National Historic Park Sites, Carillon Historical Park, the Dayton Institute of Art, the United States Air Force Museum, and various downtown Dayton site development opportunities.

As a result of the site visits and interviews the consultants offer a preliminary response to three key questions raised by members of the 2003 Executive Committee to prepare for the September 18th Board meeting:

- What is the scope of the program that Dayton can and should undertake to ensure that the Dayton Centennial of Flight is an unqualified success?
- How does the 2003 Committee most effectively manage the project to meet its objectives?
- What are the key developmental issues that the 2003 Committee needs to address and when?

II. Key Developmental Issues

HPC has identified 14 key developmental issues that need to be addressed by the Committee during this phase of the project development:

1. Define the scope of the program
2. Determine the physical residuals desired out of the program
3. Define the continuing impact of the Centennial on cultural programs

4. Ascertain achievable economic benefits
5. Define the message the Committee wants promoted
6. Ascertaining financial requirements
7. Establish an appropriate management system
8. Design an outreach campaign
9. Develop a licensing program
10. Understand the role of the national historical park sites
11. Size program elements
12. Determine a need for visitor services
13. Scheduling
14. Create a program identity package

These issues are discussed in the following paragraphs:

1. Defining the scope of the program

Dayton has the necessary components for creating a compelling and successful Centennial celebration. They include the mix of Dayton's aviation heritage sites, strong community leadership provided by the 2003 Committee, America's densest population base in the surrounding 500 miles, a well established visitor base at the Air Force Museum, and a strong theme based on the Centennial of Flight.

There are, however, several sizable hurdles that must be overcome to ensure success. First and most obvious is determining how the Committee (and by implication the Dayton community) defines success. During the site visit, the consultants heard several different visions, many sprinkled with parochial orientation of several specific community interest groups. In order to help guide the Committee's deliberations, HPC offers its definition:

- a. Worldwide recognition of the name, role, and location of Dayton
- b. 100 million people directly reached with the program message
- c. Three million Dayton site visitors during 2003
- d. \$50 million worth of funding for the various 2003 programs
- e. Project funding covers expenses - no Committee deficit
- f. Targeted but minimal physical legacies
- g. A defined cultural legacy with some continuing programs
- h. Increased jobs or enhanced opportunities
- i. Uplift in community pride
- j. Have some fun.

The development of the 2003 Program requires viewing the entire event as a system. The Centennial has physical constraints and opportunities, cultural and community constraints, funding opportunities and facility, infrastructure and service limitations that in total define and size a program. These issues put basic parameters in place.

The consultants also suggest that the Committee provide a mix of gated (paid entrance) and non-gated events that provides an opportunity for everyone in greater Dayton to participate in some manner.

HPC has developed a program concept which aims to satisfy the ten program goals defined above. Before the program is further developed, HPC requests that the Committee review these suggested goals and accept or redefine them so that a common platform can be created for designing the exact nature of the program. Once the Committee has achieved consensus on its goals, we can respond with specific programmatic activities that meet these objectives.

It is hoped that a review of the following developmental issues will help the Committee resolve its goals.

2. Define physical residuals

Early on, the Committee needs to define what physical residuals it wishes to develop out of the program. This is one of the key determinants of programmatic scope. That legacy may have been satisfied by the remarkable efforts that have already created the Dayton Heritage National Historic Park. Or the Committee and community may want to utilize the Centennial Celebration to serve as a catalyst for enhancing the physical infrastructure of the community.

If the decision is made to utilize the Centennial to promote urban redevelopment as a primary legacy, then the Committee should consider the following eight site options:

- a. Wright-Dunbar community centered around the historical sites
- b. Carillon Park and the Wright Hall
- c. The proposed ballpark and riverfront development
- d. The Air Force Museum and Huffman Prairie Flying Field
- e. The downtown park site adjoining the Wright flight sculpture
- f. The Convention Center area
- g. The downtown closed Arcade Shopping Plaza
- h. The Lazrus Department Store site

The Committee should consider these factors in assessing site priorities:

- Which sites can be developed over five years?
- Will the community undertake development in all of the sites over ten years?
- Which sites have the "funding" support of the community?
- Which sites are already in process?

HPC offers the following general evaluation of urban planning opportunities related to the celebration:

- The highest priority for the Dayton community should be to preserve its downtown core. Dayton has experienced a typical hollowing out of its traditional central business and cultural district.
- With limited resources, the issue resolves to determination of those actions which will have the greatest redevelopment impact. The community has taken strong steps to revitalize itself. It has anchored one end of the core with the community college, another corner with the convention center. It has generated the Oregon District rebirth, and is working on the ballpark and riverfront project.
- Given limited resources, it is likely that the three highest priorities should be (1) to strengthen the convention center support infrastructure to ensure the economic vitality of that area, (2) to provide the community with a riverfront focus by developing its multi-use "ballpark," and (3) to strengthen the Oregon district. By anchoring the corners of the central district, Dayton can begin to rebuild its cultural core identity.
- The next tier of physical priorities would appear to be to strengthen the cultural amenities in the immediate vicinity of the downtown core which include the Dayton Art Institute, the Mason's Hall; and the Carillon Historical Park.
- The third tier of priorities would be to enhance the largest tourism draw in the region, which is the Air Force Museum.
- The fourth tier of physical development would be central core fill-in projects which include the arcade, the Lazrus department store redevelopment and the downtown flight park;
- The fifth tier of redevelopment would be to attempt to reestablish a residential community in the Wright-Dunbar area.

A program can be developed which supports any of the eight proposed physical legacy sites. The Committee's challenge is to quickly determine the nature of its residual objectives, which sites are its responsibility, and which sites have sufficient community support to succeed. The following is a brief and initial site evaluation by HPC:

- Wright-Dunbar redevelopment is not the highest priority for the community. The area is already under the direction of a redevelopment project and the Committee needs to evaluate whether a focus on this site is its highest and best objective. From the perspective of HPC, the funds expended for Centennial program elements in the Wright-Dunbar area will not significantly impact tourism numbers or expenditures. The consultants are not certain that the Dayton community would support a second "Oregon District" style development in such close proximity. It would appear to be a wiser use of resources to strengthen the Oregon District project.
- Carillion Park and the Wright Hall are being improved under a well-planned redevelopment program. They will add substantially to the cultural base of the community. The Park can mesh well with Centennial community events.
- The proposed ballpark development is not sustainable if its use is limited to the 40 days a year of baseball schedule. By expanding its program to include other uses related to riverfront development, this area can become the activity and cultural anchor of the Dayton area. By making available sufficient land in the area, a permanent Centennial legacy could easily be incorporated into the overall community redevelopment strategy.
- The Air Force Museum is the strongest tourism element of the community. By 2003, 1.5 million visitors will visit the facility annually. The Centennial's largest

gated attractions will be those programs which are tied to the Museum. Refer to Number 6 of this report.

- The downtown park redevelopment is a fill-in project for the downtown core and will not impact the Centennial's tourism or visitor expenditures.
- The Convention area needs supporting infrastructure but the Centennial's support for this project (other than to increase the number of downtown hotel rooms) does not appear to be the highest priority.
- The downtown closed shopping arcade appears to be a good fill-in project to provide more core amenities, but is subject to the same review as Wright-Dunbar regarding the capacity of the community to support two "Oregon" style districts within a few minutes of one another. HPC would rank this project before a Wright-Dunbar redevelopment if the multi-use facility and riverfront development were undertaken.
- The Lazrus department store site is another important fill-in project for the core, however, HPC does not envision an appropriate long-term physical site residual that naturally meets the goals of the Committee.

3. Deciding the continuing impact of the Centennial on cultural programs

The cultural legacy of the celebration is viewed as an opportunity to expand ongoing cultural programs and presentations. The Committee should consider:

- a. What cultural amenities does the community desire that it doesn't currently possess?
- b. What cultural amenities will contribute to job creation in the area?

- c. What cultural amenities are better served by driving to larger metropolitan areas within the region?
- d. What cultural legacy needs to be preserved specific to the Centennial of Flight?

In the opinion of HPC, the Committee will best be served by improving the programs that are already in place and amplifying their community, regional and national impact:

- The Air Force Museum programs
- The Annual Air and Trade Show
- The Dayton Art Institute programs
- Carillon Park programs and Wright Hall
- Aviation Trail programs
- Regional tourism promotion

Once the Committee has clarified the developmental issues contained in this preliminary project assessment, then HPC can more specifically focus on program opportunities of each cultural program.

4. Ascertaining achievable economic benefits

Major events have long-term economic impact on communities. Directly, they promote the development of increased infrastructure and skills. Indirectly, they change the internal attitude, empowering a community with belief in its destiny and pride in its accomplishments. Externally, events create attention and interest, which are translated into jobs and tourism. Over the last several decades, the consultants have repeatedly witnessed communities that host a major event redefine themselves and initiate a major blossoming of commerce and culture.

Indirect economic legacies result from the general magnitude of the event itself. But a direct economic legacy requires that the Committee select those key areas where it wants to ensure a long-term impact. From the meetings during HPC's site visit, the consultants understand that the following are the five direct economic legacy priorities:

- a. Substantially increase tourism to the Air Force Museum and increase capture of these tourism expenditures
- b. Enhance Air Show attendance and annual aviation association programs
- c. Increase convention and tourism business
- d. Gain positive economic impact from specific physical residuals
- e. Secure and support new aviation business for the region

5. Define the message the Committee wants promoted

The Committee must clearly define the message that it wants to promote in order to gain a regional and international impact. The consultants heard several messages during our visit and unfortunately, the Centennial will not have the public's attention for a sufficiently long-enough period to position several different messages. As difficult as it is, HPC suggests that the Committee select one key message as its central promotional vehicle. This is not a mission statement but a message that positions the Centennial and the Dayton community as the Committee wants them to be known. A few suggestions among many are:

- a. The past and future home of aviation
- b. Dayton - the problem solvers
- c. Dayton - the birthplace of aviation
- d. The aviation century
- e. Etc.

Once a specific message is selected, a theme statement will be written which defines the scope of the programs and the manner in which each program will be carried out. This implements the theme.

6. Ascertain financial requirements

Once the Committee defines the first five aforementioned issues, then the preliminary financial plan can be completed. It will consist of four components:

- a. Capital budget
- b. Operating budgets and cash flow estimations
- c. Funding sources
- d. Revenues sources and sharing policies.

The consultants have completed a very preliminary estimate of the financial plan which provides for a direct budget of \$50 million (cash and in-kind) for projects directly related to the Centennial. These funds do not represent other matching sources of funding which may extend this number substantially, particularly in the area of capital expenditures. The Committee should review the following and provide its input so that HPC can redefine and resize the overall program:

Available Funds (\$ Millions)

10	State funding
10	Federal funding (from a commemorative coin program)
8	National Park Service
5	Local community (business and philanthropic)
4	Individual programs - sports, air show, etc.
1	Centennial Plaza (an individual family fund-raiser "buy a family engraved stone" as part of the permanent legacy plaza
1	Souvenir programs
<u>6</u>	Gated attraction at the Air Force Museum
\$50 mil. ¹	Total

1 Does not include State bicentennial funding which may have funds that can be cooperatively utilized.

7. Establish an appropriate management system

Because of the complexity, scope, and involvement of several constituencies, the Committee has undertaken an extremely difficult event to manage. HPC believes that the Committee should focus on immediate management decisions in four areas to accomplish its goals:

- a. Deciding upon the overall structure and reporting/decision lines
- b. Determining the split of responsibilities and budgets between the Committee management and the Task Force implementers
- c. Understanding the specific division of labor between the Committee and the Task Forces
- d. Deciding what tasks to staff for and which to contract (make or buy).

In our discussions with various Task Forces, there appeared to be a lack of clarity as to roles, budgets, and responsibilities within the Committee. In short, the management of the event has not yet been articulated. It is the advice of HPC that the Committee should adopt a contractual relationship with each Task Force. This serves two purposes. First, contracts force a clearly reasoned and articulated understanding between the parties, and, secondly, it ensures the full effort of the individual Task Force to implement its responsibilities.

Given the size and scope of the project, HPC suggests that the Committee adopt the following minimal management structure:

- The Committee hires key management staff positions but contract all the implementation programs to outside firms;
- The Committee adopts the following senior management positions to support the Executive Director:

- 1) Finance, Budget, and Administration Director
- 2) Program Coordinator with the Air Force Museum and Air Show
- 3) Marketing and Promotion Director
- 4) Task Forces Manager (for all direct programs except the Museum and Air Show) including the National Parks Program
- 5) Centennial Revenue and Economic Development Manager
- 6) Licensing, Identity, and Tourism Manager
- 7) Special Events/Festival Manager
- 8) Volunteer Program Manager.

Under this model, the Board would set the policies and budgets and the senior management would be responsible for implementation through outside contracted firms. HPC is proposing that all programs be managed by contract through outside parties. For example, the hiring of a firm to produce and secure an in-flight video presentation for celebrating the Centennial and Dayton as the birthplace of aviation. Another example would be the hiring of a production company from Columbus or Cincinnati to produce special events; or the creation of a gated Centennial attraction at the Air Force Museum. The same is true for firms that secure event sponsorships, create identity packages, and market licensed merchandise. All of these are specialized skills and even the largest cities in the world import much of this talent to assist with special events.

As a very preliminary view of a division of responsibilities between the Task Force program implementers and the Committee, HPC suggests that the Committee assume responsibility for the following:

- Establishing a community consensus regarding the programs to be undertaken, the physical, cultural, and economic legacies, the theme and message, and the coordination of the overall financial planning;

- Managing all promotional and marketing outreach;
- Managing the creation and implementation of the Identity Program
- Coordinating the submittal of the State Funding request. Coordinate the programs with the National Park Service
- Managing the federal commemorative coin program
- Managing all sponsorship fund-raising and split proceeds contractually
- Licensing all souvenir programs to the Task Forces
- Coordinating the gated program with the Air Force Museum
- Managing the Centennial Plaza fund-raising program
- Managing all community fund-raising programs (and divide funds upon the agreed contractual formats with Task Forces)
- Soliciting all licensing and merchandising contracts including those related directly to Task Forces
- Determining all event scheduling
- Managing overall insurance umbrella policy and legal contract services
- Coordinating the visitor services programs with the various agencies and Task Forces

- Managing the volunteer staffing program to coordinate visitor service programs for all Centennial events
- Managing all relations with the Kitty Hawk Committee
- Managing the Celebration report and wrap-up.

8. Design an outreach campaign

Six basic programs would comprise the Centennial's promotional and marketing outreach campaign. As mentioned previously, it is HPC's suggestion that the Committee should utilize its resources to set the policies and objectives, hire a senior manager to coordinate them, and contract with outside firms to implement them. The six programs are:

- a. U.S. and international airlines
- b. Media and press
- c. Tour operators
- d. Regional tour bus programs
- e. Promotional program links to Cincinnati and Columbus
- f. Ten state (500-mile) marketing campaign.

According to preliminary HPC estimates the Centennial is capable of drawing 3 million visitors, 50 percent from an aggressive Air Force Museum program and another 1.5 million from a yearlong series of special events and activities. In addition to direct visitor draw, the campaign is capable of reaching over 100 million non-visitors directly. In order to accomplish these goals, the Committee needs to provide:

- A high production value video for the U.S. and international airlines,

- An attractive package for the airlines in-flight magazines and merchandise catalogs,
- Packaged media materials for regional, national, and international press and media,
- A tour operator promotion program for key targeted markets in the U.S. and internationally,
- An aggressive package for regional tour bus operators,
- A program that links Cincinnati and Columbus into the Centennial. This would include programs originating in all three cities, as well as tour and cross-promotional tie-ins for accommodations, tourism promotion, and the like.
- Ten state billboard campaign that ties into Ohio's Bicentennial and the Centennial of Flight.

Each of these programs has long lead development schedules. The Committee needs to make a decision in the near-term concerning which of the above or additional programs that it will support. This determination is required for three reasons: first, it allows HPC to properly size the visitor count and programmatic sizing. Secondly, it will generate an understanding of how well the programs will be marketed. Third, from a practical point-of-view, the implementation of these programs requires that the commitments be made in the near future to be successfully implemented.

9. Develop a licensing program

HPC has identified three categories of licensing and merchandising opportunities:

- a. Wright Commemorative Merchandise
- b. Federally-sponsored Wright Commemorative Coin and Stamp
- c. Souvenirs.

HPC suggests that the licensing role of the Committee be as follows:

- Hire a senior manager to supervise Licensing, Identity, and Tourism programs; (Tourism was an added responsibility only to minimize the actual staffing requirements of the Committee and not because of functional similarities);
- The Wright Brothers interest in toys and planes as well as publishing have provided ample "authentic reproductions" from which to base both a high-end and general marketing strategy. HPC recommends contracting with a licensing and merchandising company to manage this project.
- The Centennial of Flight is historically significant enough to attempt to get a federally approved minting of a Centennial/Wright Commemorative coin. Because of the political nature of the federal process, the coin may be required to show both Kitty Hawk and the Dayton bike shop (as an example), and the funds may need to be split with the North Carolina Committee. These are highly collectible items and can generate millions in revenue. The Committee will need to initiate the program with its state senators.
- Stamps are another commemorative program which should be pursued. At the very least, if a series of commemorative stamps can be designed that depict the role of Dayton in the flight process, it will do much to correct the misplaced historical impressions that are common among most Americans.
- Assuming that the Committee undertakes the program envisioned herein, three million visitors are capable of producing \$10 million in souvenir revenues. With a 15 percent royalty-licensing program, the Committee will generate between

\$1 - 2 million in revenues. The Committee's responsibility is to sanction the approved use of the Centennial logo. Its application could include apparel, printed material, porcelain, toys, and any items sanctioned by the Committee. In many cases, an event promoter will contract for the entire package.

10. Understand the role of the national historical park sites

The role that the Committee has played in preserving the historical heritage of the Wright Brothers and flight is impressive and to be commended. It is HPC's understanding that the Committee undertook three major programs:

- a. National Park Program
- b. Celebration Dayton '96 (regional bicentennial)
- c. Century of Flight Celebration.

The National Park Program and Celebration Dayton '96 have successfully achieved their objectives. The National Park Program established the Commission that led to the recognition of the four sites as a National Historical Park; and oversaw the 3rd street landscaping, mural art, national park signage program, architectural standards for the Wright-Dunbar redevelopment program, the Wright Bros. plaza, the Wright-Dunbar sculpture, Carillon Historical Park Wright Hall, and the Wright-Patterson Huffman Prairie project. Celebration Dayton '96 likewise achieved its objectives from the Walk of Fame to Champions Weekend.

Now that two of the three charter goals have been completed, the issue at hand for the Century of Flight is how much of the National Park Program can the Committee support while still achieving its overall Centennial objectives. It is the opinion of HPC that:

- The Carillon Park program and the Huffman Prairie/Air Force Museum programs are central to the Centennial celebration. They provide venues that are compatible with event programs and the nature of the celebration.
- The Dunbar House State Memorial is worthy of great community attention. However the House is not perfectly on target with the Centennial of Flight celebration just as the Wright Brothers are not perfectly on target for a celebration of African American Writers in America.
- The Wright Cycle Shop is historically significant, but not more or less so than the Wright Flyer III in the new Wright Hall or the home of the Wrights that has been moved to a location out of the region by Henry Ford.
- HPC believes that the Committee has appropriately supported a historically-themed redevelopment in the Wright-Dunbar neighborhood and that the program should continue under the Dayton Redevelopment Authority.
- Given the various development priorities in the Dayton area, HPC suggests that the Committee continue its policy of supporting landscaping and themed street presentation as a gateway to the Wright-Dunbar Historical Park, but that the development of a public transportation system to connect the four historical sites is unnecessary and artificially attempts to recreate a series of experiences that are not actually functionally connected. Other more appropriate physical sites should be pursued for a major festival/attraction at the Centennial.
- From past studies of other interpretive centers and Park Service projects, HPC does not believe that further development of the Wright-Dunbar sites, for the purpose of the Centennial, other than that which is in process and mentioned above, will enhance visitor traffic to the sites nor substantially increase visitor revenues or Dayton community visibility. HPC believes that the current

programs underway are sufficient to preserve the Wright legacy for the purposes of the Centennial Program.

11. Size the program elements

Once the program concept is completed and a Theme Statement prepared to guide the development of the Centennial, then the consultants can size the program. Sizing needs to address the following functional areas:

- a. Facilities
- b. Services
- c. Infrastructure
- d. Regional demographics
- e. 2003 visitor projections
- f. Finances.

Scope of this effort is defined as follows:

- The consultants utilize a Design Day sizing model, which determines the on-site crowd at any point in time, the overall capacity for a day, and the overall visitations for the program duration. This methodology enables accurate sizing of facilities in accordance with the visitation profile.
- The quality and quantity of visitor services need to be understood before an effective sizing model can be completed.
- The visitor counts from the Design Day modeling determines the size of basic infrastructure support - transportation, parking, number of toilets, food service requirements, and the like. Infrastructure imposes the greatest constraints on a project from overnight accommodations, to road and parking capacity, fire and safety issues to general public services.

- Understanding current visitor counts, the types of visitors, hotel room capacity, visitor expenditure patterns, and visitor origins is vitally important in building an accurate visitor model and 2003 projection.
- From the above research data, the consultants will build a visitor model for the overall Centennial and for each major program element, enabling facility designers and special events producers to determine their requirements. Once these basic visitor numbers are estimated for the Centennial, then revenue and expense projections can be forecasted with reasonable certainty.

12. Determine need for visitor services

One of the principle motivations of the Committee and the natural outcome of a successful Centennial will be the exposing of large numbers of visitors to the Dayton community. Early on in the planning process the Committee needs to determine the type of experience it wants each visitor to have and perhaps more importantly, what type of experience it doesn't want them to undergo.

Because there are many types of visitors and many levels of service, the Committee will need to determine the following policies to enable HPC to complete its economic feasibility assessment. A matrix needs to be completed for the relationship between the types of visitors and the level of service for both pre-2003 and 2003 programs:

a. Categories of Visitors

- Press and press tours
- Travel agents' familiarization tours
- Regional bus tours
- Conference and association delegates

- Dignitaries
- International visitors
- U.S and regional visitors
- Local community visitors
- Program participants and performers
- Organizing committee.

b. Levels of Service

- | | |
|---------------|--------------|
| • First Class | first level |
| • Premium | second level |
| • Business | third level |
| • Coach | fourth level |
| • Stand-by | fifth level |

This planning process is vital because it allows the Committee to spend money where it absolutely needs a first class impact and to be more efficient in areas that are not as critical. This concept applies to each service program that the Centennial will be providing:

c. Categories of Service

- Transportation
- Accommodations
- Food service
- Event accreditation - passes
- Merchandise and souvenirs
- Seating and event amenities
- Conference facilities
- Language services
- Participant support
- Etc.

To illustrate the process the following Level of Service assessment will be completed (as an example) for Press. A policy decision was made that the press will be important guests and should be given level 2 and 3 service:

<u>Service Category</u>	<u>Service Level</u>	<u>Service Program</u>
Transportation	2	Van pick-up from their arrival airport. Van pool event service. No charge.
Accommodations	2	Single rooms in first class Dayton hotel. Special programs to service press in the hotel.
Food Service	2	Complimentary packed lunches.
Merchandise	3	Complimentary press event hats and shirts.
Seating and amenities	2	Press and all access pass for all events. Telephone lines for filing stories, etc.
Conference Facilities	2	Press briefings for each special program, printed handouts, press kits, etc.
Language services	3	No press translators.
Participant Support	2	Full-time volunteer guides to assist.

13. Scheduling

A comprehensive schedule can most effectively be broken down into eight developmental task categories:

- a. Completion of program scope and definition by the Committee
- b. Completing the project feasibility study
- c. Establishing an appropriate management system and team
- d. Contracting for project services
- e. Implementing the physical development programs
- f. Conducting pre-2003 special events
- g. Producing the Centennial Year
- h. Wrap-up.

The consultants recommend the following preliminary timing to implement the eight general developmental tasks:

- Completion of Program Scope November 1, 1997

This includes the program, physical, cultural, and economic legacy, message and Theme Statement.

- Completion of Feasibility Study December 1, 1997

This includes defining the financial requirements, management system, outreach program, licensing and merchandising concept, determining visitor projections and program sizing and scheduling.

- Establish a Management System and Team March 1998

- Contracting for Project Services June 1998

This step includes contracts with each Task Force Program, the Air Force Museum, The Air Show, a licensing and merchandising firm, a sponsorship firm, and other various authorities required to operate the programs.

- Implementing the physical develop programs January 1999

Because of an 18 month design and approval cycle and another 18 month build cycle, the physical development programs need to be in process by early 1999.

- Implementing pre-2003 events 1998 on

Depending upon program definition, one or two special events may happen each year building up to 2003, such as the National Aerospace Conference in 1998

- Producing the Centennial Year December 17, 2002

Event planning and contracts have lead times that vary from 3 years to some key performers who will give only a few months' notice.

- Wrap-up December 2003 on

Unfortunately someone has to stay after the party. Wrap-up of major events takes from 6 months to a year to complete all payables, insurance claims, final report writing and submittal of an audited financial statement and taxes.

HPC has noted that a preliminary schedule has been prepared by the Committee and will assist the Committee in fine tuning it to complete the feasibility study.

14. Create a program identity package

Two primary identity package tasks need to be completed after the program scope has been completed:

Naming the Centennial

Preparing graphics guidelines and standards

In reviewing the printed material associated with 2003 and the Centennial Celebration, no coherent graphics identity has yet been established. HPC suggests that the Committee contract with a firm by the end of this year to develop an identity for all project materials.

III. Scope of the Program

The purpose of this preliminary response to the 2003 Committee is to provide the Committee with a road map to address where it's going over the next few years and how it plans on getting there. Compromise between competing priorities will determine many aspects of the final scope of the program. HPC presents this material with the intention of assisting the Committee in its current deliberations. Hopefully, it helps provide a methodology to finalize the physical legacy, as well as the cultural and economic legacy that the Committee plans to leave. Once that is completed the consultants will determine the financial feasibility of each aspect of the program, as well as to refine the appropriate management structure. The consultants are also prepared to provide names of highly experienced firms and individual consultants that can assist the Committee in developing and implementing a sponsorship program, a licensing and merchandise program, as well as designing the program identity package. The consultants await the Committee's deliberations and once completed, will develop and finalize the feasibility study. However, to assist the Committee in its Program deliberations, HPC offers the following very preliminary program concepts:

The Air Force Museum has the greatest concentration of visitors in the region, is positioned exactly on target to the message of the Centennial, and is supportive of the Committee's programs. HPC believes that a gated attraction at the Museum should become a program cornerstone. This includes a tie-in to the Huffman Prairie Flying Field. Moreover, the Museum and the Air Force base have the best year around opportunity to promote a significant monthly event in the area.

Two other physical sites lend themselves to substantial program opportunities - Carillon Historical Park and the Riverfront multi-use facility development. The Centennial would add impetus to both facilities and serve to provide the Dayton community with needed infrastructure and help anchor the downtown cultural and business core.

The Air Show will provide significant short-term as well as long-term benefits to the community. The Air Show will add 150,000 visitors to the Committee's goal and more importantly establish a long-term relationship with aviation associations that will strengthen the convention as well as aviation business in the community.

The proposed PGA golf tournament as well as cultural programs such as the world's leading bi-annual flying film festival; annual aviation award programs, and annual collectors and inventor programs will reinforce long-term programs and job creation for the community. Upon preliminary review, HPC proposes that the Committee focus on program content that provides long-term impact such as annualized events, contests and association meetings.

The airline video program celebrating flight will reach the most people with a focused impact on Dayton and the Centennial.

The various marketing and outreach programs enclosed will provide sufficient visitor support to drive the overall Centennial visitation count to the 3 million goal.

Upon preliminary review, the aforementioned programs meet most of the objectives of the Committee. However, once the Committee reviews the developmental issues enclosed along with countless other program selections, it can finalize the program scope. Once completed HPC will assist the Committee in generating any additional programs required as well as assessing each specific program feasibility.

As Sherry Wagner, planning consultant to the Committee, stated to HPC during our visit, "a primary challenge is to get this effort moved up from a gathering of local civic projects into a focused effort with transformative powers. If this is to be successful, it must possess a certain scale and critical mass - which means focused energy."

HPC couldn't agree more. We have provided the Committee with a preliminary report for the Board to review on September 18th. This report focuses on the issues that the Committee needs to resolve to move it up from "a gathering of local civic projects into a focused event." Once the Committee decides upon the key developmental issues described, HPC will initiate immediate work upon the final program plan and feasibility study that will provide the community with a "focused effort with transformative powers."